

ANALYSIS EXPEDIENCY PROGRAMS AND ACTIVITIES HUMAN RESOURCES IN HIGHER EDUCATION

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ABSTRACT

One of the challenges in the management of human resources at the university is able to produce professional lecturers who are competent in their respective fields. Various functions of human resource management at the university include recruitment and selection process, the process of leveling the academic and support the human resources department to the faculty's academic achievement level, competency development, and performance assessment in order to obtain information on the needs of faculty development, adherence to various legislation, government policies and regulations in terms of human resource management at the college, as well as benefit analysis of each program and human resource activities in each university. Which became the object of this research is a lecturer of public and private universities in Semarang who have positions associated with the development of human resources at the university. This study is intended to determine the advantages and disadvantages of the application management model and the human resource assessment. From the research it turns out most of the colleges that the sample already has a special unit that handles human resource development, so that all activities related to the development and programs leads to improvements in the quality of lecturers and education staff, including in it also manages and coordinates planning activities as well as a lecturer recruitment process, giving knowledge and the internalization of the values of the university for professors, performance appraisal and career development of faculty, as well as the maintenance of well-being (including compensation and rewards). The internalization process is done with the involvement of colleagues and leadership. Thus the college will be able to produce the human resources professional, integrity and ethical graduates who will print with the same values.

Keywords: Recruitment and Selection, Competence Development, and Performance Assessment

Introduction

The challenge facing human resource management universities both internally sourced from universities and colleges from the external environment include the recruitment and selection process, competency development, and performance assessment. Human resource management universities could also be generators faculty morale, assist faculty to dare to face and filling his life to be more valuable and meaningful both for himself, the people around him and the environment in which it is located. But so far at several universities no special units that focus to monitor the development of human resources, so sometimes the development is more stagnant. Most faculty and staff feel motivated to develop her skills, while some professors felt did not have enough time, energy and motivation to think for his personal development. And this became an important point in the college.

Human resource management challenges university that promote the formation of human being cautious targets and character should be able to lay a strong base through character development lecturer who has academic ethics with the characteristics of rational, objective and normative. The academic ethics should be a fundamental element of morality in the face of the social, economic, political, cultural and science and technology. So in addition to individual responsibility that promotes professional competence, honesty, integrity and objectivity as well as higher education institutions must be able to account to the public, respect the dignity and human rights, and can be a source of reference for the noble culture of Indonesia (Arwildayanto, 2012).

The challenge for higher education in the development of human resources include:

1. Upholding the values of scientific, ethical, aesthetic, scientific principles of truth and honesty, so there is no illegal teaching; intellectual plagiarism;
2. Maintain standards of professional and scientific standards in a sustainable high level with world-class universities;
3. Not to discriminate in the implementation of academic activities;
4. To create a quality learning environment and international level;
5. Develop and implement science and technology that are beneficial to the welfare of the nation and all mankind;
6. Respect for the law and human rights and does not damage the environment with impunity;
7. Ability to create innovations that benefit society and the international.

The values in the above important to be a basis for making an academic policies and continue to be developed through various instruments as well as comprehensively implemented along with quality assurance, monitoring and evaluation so that it becomes academic culture in each university. Accountability university human resource management unit gradually become widely and strategically since people from the business world (business) departemen personalial incorporate within its organizational structure. Where the main task of the personnel department began to show existence when given the authority to take over the task of hiring, laying off workers and supervisors, running payroll functions. Currently emerging technologies of HR management in the corporate world have started to play a broader role in training and Human Resource Management.

HR management in universities in carrying out the functions, need to establish the quality standards of work lecturers and education staff. It means faculty and staff who work capable of producing services according to the customers' needs college. The lecturers work quality standards serve as the foundation and reference for improving the quality and professionalism of the work of lecturers. To measure the quality standard of work lecturer, Jiantari (2012) explained that there are five factors that determine, namely:

1. The ability of professionals;
2. Efforts professional;
3. Correspondence between the time devoted to professional activities
4. Correspondence between skills and jobs; and
5. Adequate Welfare.

Lecturer professional competence with respect to the mastery of materials, structural concepts, and the mindset of science that supports the courses cultivated mastering standards of competence and basic competences courses, develop lecture material which diampuh creatively, develop professionalism on an ongoing basis by doing reflective action, utilizing information and communication technology to develop themselves. Likewise with education personnel who need the competence to be able to carry out their duties properly.

Some of the results of previous studies on the management of human resources in colleges such is done by Rohiyatun, 2011, which suggests that the responsibilities and obligations as a teacher is to carry out the Tri Dharma College is supposed to do self-development is not just wait for their turn and a chance of college but no initiative themselves to want to develop themselves into professional lecturers. Similar research conducted by Schuhmacher and Geschwill (2014) which states that during the planning needs have not been done with the lecturer, and professor of human resource development has not been carried out effectively and efficiently.

Marthen research results (2012) mentions that the audit carried human resources to achieve the overall goals of the organization both in the short term, medium term and long term. This means that HR audit mission is to help leaders by providing significant information input auditors assessment results to help overcome the problems faced by the organization. This was confirmed by research conducted by Utami (2010) which states that in order for the resulting useful information, then the information is compiled into a single audit report is a comprehensive overview of the activities of human resources, which includes advice on effective practices and recommendations for fixing practices ineffective.

In this paper will be presented regarding the problems faced and research objectives, framework, underlying theory, the object of research, study design, analysis and application, and closed with conclusions and suggestions for subsequent research.

Formulation of the problem

Lecturer at the college is a resource that will determine the quality of education provided to students. It becomes a motor for universities to be able to create a conducive academic atmosphere for students who become learners. This job can not be separated from good coordination between the lecturers and academic staff in universities tersebut. Manajemen human resources college became part of the management of the academic community, but sometimes management has not done well. Therefore in this study will be about:

1. How is the implementation of human resource management model complex high in college that have different characteristics of the business in general can be done effective, and able to contribute to the institution as well as contribute to the development of education?
2. What are the challenges faced by universities that can be used as the basis for a revision of the draft model of human resource development to get a model of human resources management at university?

Objectives and benefits research

research objectives

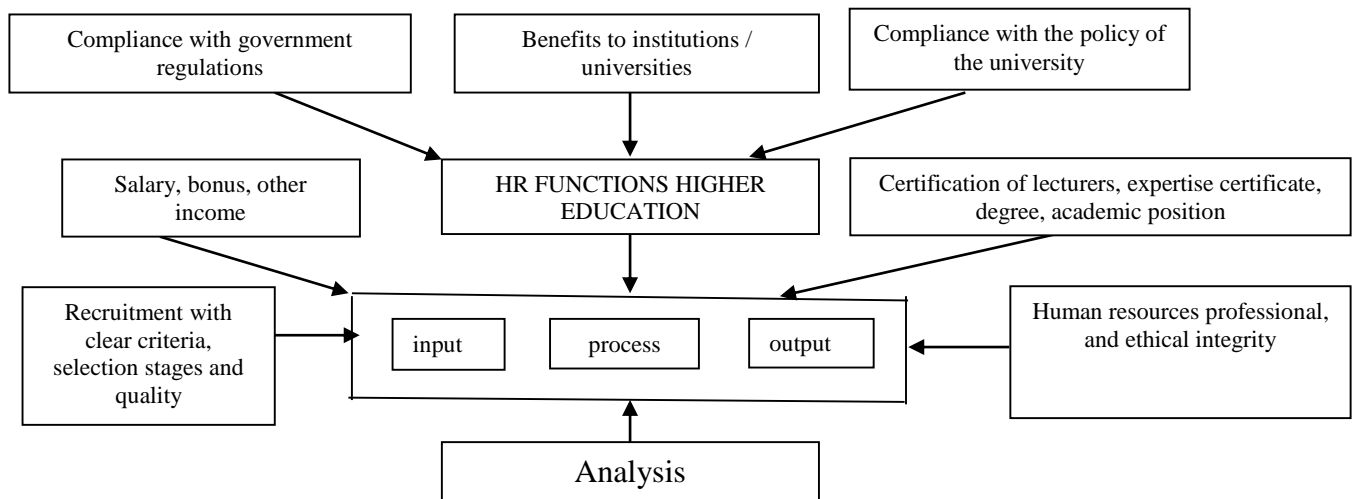
1. Comparing the application of human resource management in each of the similar colleges
2. Identify obstacles in the implementation of human resource management
3. Provide input for the improvement of management model and assessment of human resources at the university to become a model of its kind and can be used for improvements in the management and assessment of human resources at each university.

Benefits research

This study becomes very useful for universities in achieving the effectiveness of performance management and measurement of human resources. This research is expected to do repairs to the model / pattern management and performance assessment of human resources so that later the model can be one of the main tools used by each college to manage and assess the quality of human resources in it, along with the works of science produced as a contribution to society and the development of their respective disciplines.

Framework for thought

Figure 1.1 :Model Function Human Resource Management in Higher Education



Literature

Quality Standards Work Lecturer

HR management in universities in carrying out the functions, need to establish the quality standards of work lecturer. That is a lecturer who works capable of producing services according to the customers' needs college. The lecturers work quality standards serve as the foundation and reference for improving the quality and professionalism of the lecturers work. To measure the quality standard of work lecturer, Zeuch (2015) explained that there are five factors that determine, namely;

1. The ability of professionals;
2. Efforts professional;
3. Correspondence between the time devoted to professional activities;
4. Correspondence between skills and jobs; and
5. Adequate Welfare.

Lecturer professional competence with respect to the mastery of materials, structural concepts, and the mindset of science that supports the courses diampuh (cultivated), mastering standards of competence and basic competences diampuh courses, develop lecture material which diampuh creatively, develop professionalism on an ongoing basis by doing reflective action, utilizing information and communication technology to develop themselves.

Scope of Audit Human Resources (HR)

The scope of the audit of the human resources are divided into three groups, namely the withdrawal, empowerment / utilization, and dismissal / pemensiunan as follows: (1) Recruitment or HR withdrawal, ranging from human resource planning process needs to the selection and placement process; Management (empowerment) HR, covering all activities of human resource management in the company after the starting of training and development to employee performance evaluation. The provisions of the standards can be assorted among others (a) How many employees that must exist within the organization in order to achieve the organization's objectives to be achieved, (b) How many employees the most ideal or right to get the maximum results from the organization, (3) The quality of the knowledge and expertise of employees how to fill a variety of positions / duties and work of the organization with any kind of educational background, (4) attitudes and behaviors that how the work should be shown by employees when executing a task / work of the Organization, (5) Gap competence whatever needs to be given to employees that can perform tasks and work more effectively; (6) What organizational efforts made to reduce the level of employee absenteeism, and how tolerance employee absenteeism, (7) any targets on each unit of work / work unit to be achieved and how the relation between unit / unit of work, so as to achieve organizational goals can be systematically achieved, (8) What is the pattern of the employee's career in the organization, which will affect efforts to increase work performance, (9) How to enforce organizational reward and punishment is fair to employees, and how the system is built to improve the performance of employees ; (10) How does the organization appreciates the employees who have contributed or services to the organization.

Human Resource Management

According to Benson (2011) the role of faculty in improving the quality of education at universities, starting from their own empowerment, so that the management or human resource management in higher education, especially for teachers, need to be directed towards empowerment. Of course lecturer empowerment in improving the quality of education in educational institutions, would have to begin with the existence of a stigma logical thinking as the basis for the faculty to be able to contribute to the educational institutions. Paradigm of teachers (lecturers) must start by doing educational orientation, namely: first, from the terminal to learn lifelong learning. Second, the study focuses mastery of knowledge to holistic learning, Third, change the image of the relationship professor - student confrontational image to partnerships, Fourth change the orientation of teaching that emphasizes scholastic knowledge (academic) emphasis to education focus balance value, change the orientation of the Fifth conventional patterns pattern approach towards information technology and culture. Sixth, from the appearance of teachers (lecturers) are isolated to the appearance of the work team (partnership to institutions / not subordinate to the educational institution).

With the above-mentioned paradigm of teachers expected later educational institutions can face the challenges and demands of a competitive nature that has implications for the emergence comparative advantage of an educational institution's existence in the midst of society. As a consequence, the educational agency or institution shall provide and administer a mechanism for resource management lecturer more selective.

Mechanisms of resource management lecturer (lecturers) can be seen in the context of the first, how the system of recruitment (recruitment) faculty. Second. how to form patterns of perception between the cognitive quality teaching force with the ability to adapt teaching to the culture and academic system applied institutions. Because many cases, educational institutions lecturers resourced good, but the lecturer is not good enough for a "subject" in the system and the rules that have been set by default by the educational institution. It is mostly in the justification that a lecturer (lecturers) have independence in providing education and teaching process to students. Therefore it is expected that in the process of resource management lecturer in an educational institution, understanding the perception of idealism which refers to the institutional culture must always be nurtured and continue to be preserved by educational institutions in the medium of communication at every opportunity. Third, how the control mechanisms implemented by educational institutions on the process of learning - teaching conducted by the lecturers. To measure how far the concept of education and teaching effective, then the existence of the faculty in educational institutions must also be monitored to provide keyakinan about how the performance and productivity of the faculty. Fourth, how the award (reward) given by educational institutions for the teaching staff who has given a positive construction on the existence of an institution's own educational institutions.

Organizational Culture

In the process of planting the culture needs to be a long and continuous process. Culture needs to lead to the creation of the mind-set of SDM college, infrastructure development and construction of cohesiveness. Besides the construction of the system which includes mindset, infrastructure and cohesiveness is also necessary to have an evaluation process. And the stages of its implementation should be maintained consistency and consistent application of the spirit as well. If these things continue to be expected that diinternalisasikan culture will be created. In the implementation of human resource management model diperguruan high, the system will not be far from the culture, therefore the development of the system will lead also to the development of culture. The application can clearly be seen in Figure 2.1 as follows:

Figure 2.1: Building Workplace Culture Process



Source: HRD Indonesia (2005)

Analysis method

Object Research

That are objects of this study are college in Semarang by considering the selection of private colleges and public universities that will be used as a pilot project to determine the advantages and disadvantages of the application of the management model and the human resource assessment.

Population

The population in this study were all college lecturer private and public universities in Semarang. Results of a survey of human resource management in college and then grouped among private colleges and public universities later in the ranking based on the management of human resources at each university. From the ranking process, then selected colleges better and more advanced in terms of management tablespoons / her as a pilot project and in the evaluation of the application by using a model that is output from the first year of study. It aims to determine the advantages and disadvantages of each application at the university so it can be repaired. The faculty and staff who filled out questionnaires are respondents from public universities and private universities.

Sample and Method of Sampling

Sample collection techniques that researchers use is purposive sampling method with judgment sampling is not random sampling, and sample selected based on certain considerations. Criteria used in determining sample study researchers are as follows:

1. It is a faculty and staff of University
2. Has positions related to human resource development of the high college
3. Willing to be respondents in the study.

Data Types and Sources of Data

The data used in this study are primary data. Primary data obtained from the answers interviews with the respondents, while the secondary data obtained from human resource development institutions of the two universities in the form of various documents related to the management of human resources needed on management model selected for implementation in the pilot project such as a description and job specification, calculating labor requirements, SOP recruitment and selection, evaluation of the results of the training, as well as employment assessment form.

Data Collection Techniques

Interview

Interviews with officials in charge of human resource development in the private and public universities, interviews with faculty and staff personnel to identify the advantages and disadvantages of the application of the management and assessment of human resources, as well as to obtain the application of human resource management model with criticism and advice as well as a variety of assessment tools are applied.

Documents Analysis

Analysis of human resource documents that can be done for example by examining various documents related to the management of human resources needed on management model selected for implementation in the pilot project such as a description and specification of office, calculating labor requirements, SOP recruitment and selection, evaluation of results training, and employment assessment form.

History Analysis

Analysis of the data after the application of the model compared to before implementation of new models. This can be done by comparing the selection ratio to the number of professors, lecturers attendance rates, and the number of hours of training / development of science per person per year over the last few years.

Survey

The survey was conducted to determine the level of satisfaction of the lecturers on the effectiveness of the human resources department in performing its functions related to the management of human resources.

Methods

The design study can be explained as follows:

1. Implement a management model and assessment of human resources at the college who became pilot project

- a. Brainstorming with HR managers, lecturers and education staff regarding HR management model
 - b. Height adjustment system diperguruan a pilot project in accordance with the model
 - c. Apply the model into the university system pilot project
2. Identify the advantages and disadvantages of the application of the management and assessment of human resources through analysis of the pattern of human resource development and performance measurement
 3. Hold a focus group discussion (FGD) for sharing in improving the management of human resources in state universities and private universities to determine the implementation of human resource management model at colleges that have different characteristics of the business in general and knowing the constraints and challenges facing higher education.
 4. Hold a workshop on the management and assessment of human resources by inviting the respondents and other structural officials that can be used for improvements in the management and assessment of human resources at each university.

Implementation of Human Resource Management in Higher Education

Benefit Analysis and Activity Program for the Development of Human Resources Lecturers

Analysis of the benefit programs and HR activities can be described as follows:

1. Recruitment of lecturers
Each university implement a recruitment process in finding prospective lecturers. But often the process does not achieve the desired results. Faculty recruitment criteria must be made in accordance with the needs of the faculty / study program / department. In the process of determining these criteria, the unit of human resource managers play a coordinating role for the entire faculty / program of study at the university level.
2. Pre-service for new faculty
Not all colleges held Prajabatan for new faculty. Whereas the provision of knowledge and the internalization of the values of the university for professors will be done through the provision of provisioning for new faculty within 2 or 3 days. In the event, the planting of the college's vision and mission, the introduction of duties of lecturers, university regulations that prospective lecturers can really understand the mechanism of action as well as the spirit of their work.
3. Handling determination of employees for prospective faculty
So far there has been no serious monitoring of each college about it. Setting process as an employee long enough, first of all prospective employees are evaluated through two annual, sealed through the faculty senate and if it passes will get status as an employee. After that the process to obtain academic position of assistant professor of experts to.
4. Presence Management reports lecturer
In this part of human resource development should be quite firm with the problem of the presence of this faculty. The presence of lecturers to be part of human resource development work to see discipline lecturer in keeping duties as an employee. Employees in 2 days or more did not go without saying goodbye will be reprimanded and monitored discipline until the call to demand commitments.
5. Management of academic positions and an increase in class
So far there has been no serious and routine monitoring of each university regarding academic hierarchy and increase in class lecturers. Supposedly human resource agencies are also obliged to process the academic advancement of the level of associate professor to professor. Starts processing of documents to the senate meeting damai and maintenance to Kopertis as well as to Higher Education and to descend SK of Higher Education.
6. Compliance with the faculty performance as coordinator statements Lecturer Work load (BKD). Reporting lecturer workload is managed by human resource development to then be compiled and sent to this kopertis.selama BKD delivery process runs smoothly.
7. The development of the values conformity persons and organizations
Section in charge of human resource development is also developing components that can be used to assess the suitability pernal with the organization. These values are extracted from the college vision, mission and values developed noble organization that scrutiny will be the value of the behavior of the employees. The internalization process is done by part of human resource development and assessment process conducted involving aspects of its own employees, peers and leaders. This is done with the hope of getting a more objective assessment because it involves co-workers and leaders.
8. The management of pension funds
Part of human resource development should also be responsible for the welfare of employees who have full duty.

Benefit Analysis of Human Resource Development for the Development of Education Personnel

As explained expediency Human Resource Development for faculty development, analyzed also benefit programs and HR activities for the education personnel who can be described as follows:

1. Recruitment of education personnel
So far, not all colleges make standard recruitment procedures. Supposedly criteria specified in the recruitment made in accordance with the needs of the faculty / study program / department / agency / institution under the university. In the process of determining these criteria, the unit of human resource managers play a coordinating role for the entire faculty / program of study at the university level.
2. On th job training for new educators
Provision of knowledge and the internalization of the values of the university for the educational staff is done by giving a briefing for new academic staff within 2 or 3 days. In the event, the planting of the college's vision and

mission, the introduction of duties of lecturers, regulations universitas that prospective employees can truly understand the mechanism of action as well as the spirit of their work

3. Development of the values conformity persons and organizations
During this time many educators who never develop their skills well. Section in charge of human resource development is also developing components that can be used to assess the suitability of the personal with the organization. These values are extracted from the college vision, mission and values developed noble organization that scrutiny will be the value of the behavior of the employees. The internalization process conducted by the human resources development and assessment process conducted involving aspects of its own employees, peers and leaders. This is done with the hope of getting a more objective assessment because it involves co-workers and leaders.
4. Management of pension funds
Not all colleges konsentr the teaching force will retire. Supposed to be part of the development of human resources is also responsible for the welfare of employees who have full duty.

Various roles are run by part of human resource development requires improvements in the condition of the unit. Things must be in human resource development is funding for development, human resources for the management and development of human resources and activity merencanakan competence and commitment of management and employees.

Conclusion

Assessment in HR management in college is done by evaluating the effectiveness of various functions of human resource management at the college, which includes recruitment and selection process, competency development, and performance assessment. Based on the above evaluation results, it can be concluded that the recruitment and selection process on both universities into the sample has been run effectively, both for faculty and staff recruitment kependidikannya, but there is still a need to better handling and proper functioning of the human resources development institute. For the development of competence can be concluded that the development competence of lecturers and academic staff have not been operating effectively since there are still some weaknesses in the management of human resources. Competency development is still limited to what is desired by the faculty or academic staff individually. As for the performance evaluation results obtained are also not effective, especially with regard to day-to-day supervision and coaching.

Suggestions

This human resource management is continuous improvement, because it must always be adapted to the legislation in force. With the continuous improvement like that, so if there are critical issues in the field of human resource management need careful evaluation of the HR information system as part of the company's success. implementation of human resource management should also be carried out together with the decision makers in higher education so that the resulting performance can be measured clearly.

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